



CITY OF SANTA FE

Request For Proposal

Purchasing Office
City of Santa Fe
Building "H"
2651 Siringo Road
Santa Fe, NM 87505

Solicitation Number: RFP #16/42/P

Materials and/or Service: Software and Implementation Services for a Community Development System.

Solicitation Due Date: June 2, 2016

Time: 2:00 pm (Mountain Time)

Mailing, Third-Party Carrier (FedEx, UPS, etc.) and Hand-Submitted Proposals Address:

Attn: Robert Rodarte
Purchasing Office
City of Santa Fe
Building "H"
2651 Siringo Road
Santa Fe, New Mexico, 87505

All Offers must be received by the City of Santa Fe at the specified location by the date and time cited above. Late Offers will not be considered. The mere fact that the Proposal was dispatched will not be considered; the firm must insure that the Proposal is actually delivered. Regardless of cause, late qualifications will not be accepted and will automatically be disqualified from further consideration. It shall be the Offeror's sole risk to assure delivery at the designated office by the designated time. Late qualifications will not be opened and may be returned to the Offeror at the expense of the Offeror or destroyed if requested. Except for trade secrets and confidential information which the Firm identifies as proprietary, all Proposals will be open for public inspection after the contract award. Vendors are advised to carefully read the entire Solicitation Package. Offers that do not comply with all Instructions contained herein may be disqualified.

Solicitation packages can be obtained by downloading from the City of Santa Fe website: http://www.santafenm.gov/bids_rfps. Should you experience problems downloading the solicitation, use the information contained in Table 02 (Point of Contact).

Attendance at the Teleconference is not mandatory; however, Proposers are strongly encouraged to attend.

Teleconference Event: May 17, 2016 @ 3:00 P.M. (Mountain Time)

Vendors that are interested in participating in the Pre-Proposal Vendor Conference shall contact the City in writing using the information contained in Table 02 (Point of Contact) to request the teleconference information.

OFFERORS ARE STRONGLY ENCOURAGED TO READ THE ENTIRE SOLICITATION.

Published via http://www.santafenm.gov/bids_rfps May 5, 2016

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All communications concerning this solicitation must be directed to the person identified within this solicitation in Table 02. Communications with other City staff may disqualify you from the evaluation process.



Software and Implementation Services for a Community Development System

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1.0 RFP Introduction and Background

1.1 Introduction

This Request for Proposals (RFP) is intended to solicit proposals from proposers capable of satisfying The City of Santa Fe's needs for software and professional services to implement a Community Development (CD) Software System. Proposers' responses will be evaluated and ranked based on the criteria described in this RFP. If a system is available that meets the City's needs, the City may then enter into contract discussions with the selected proposer. In addition to soliciting written responses, this document provides information to assist proposers in preparing their responses and facilitates the subsequent evaluation and comparison process. In that regard, this RFP:

- Provides information essential to soliciting meaningful recommendations and realistic commitments from the proposers;
- Specifies the desired format and content of proposals in response to this RFP;
- Outlines the City's evaluation and selection procedures;
- Establishes a schedule for the preparation and submission of proposals in response to this RFP; and,
- Establishes a performance standard for the selected proposer.

This RFP and the selected proposal in response to this RFP will be incorporated into the contract resulting from this solicitation; provided, however, that the contract may contain terms different from or in addition to this RFP and the successful proposal. For purposes of this RFP, the term "vendor," "offeror," and "proposer" are considered to have the same meaning.

1.2 About the City of Santa Fe

The City of Santa Fe's purpose is to be the top tier community in New Mexico for living, working, and recreating. Santa Fe is the largest metropolitan area in the county of Santa Fe and was established in the early 1600s; it is one of the nation's oldest communities. The City has a diverse population of approximately 82,000. Santa Fe's economy is based largely on tourism and state government. Visitors are attracted year-round by the beautiful high desert climate and related outdoor activities plus cultural activities of the City and area. The City delivers a wide array of services through twelve (12) departments which are both operational and supportive in nature. The majority of services offered by the City of Santa Fe are delivered by City employees, while some are delivered by partners. The City departments are grouped into one of three categories: public safety, core services, and quality of life programs. Public safety consists of services such as fire protection, law enforcement, and adjudication, without which unsafe conditions might emerge within the City. The core services the City of Santa Fe provides include: water, waste water, and solid waste; infrastructure; and community services such as senior and youth services. Quality of life services and programs include those things that help to make Santa Fe a better place to live, and help us reach for the future: economic and community development, parks and recreation, libraries, and public transportation. In all services, the City of Santa Fe employees try to promote a customer first orientation.

The workforce of the City of Santa Fe includes 1,635 employees (including elected officials). Of these, 1,315 are full time employees and 320 are part time or temporary employees. 94 percent of employees are non-exempt and 6 percent are exempt. There are three main bargaining units in the City of Santa Fe: the Police Officer's Association, the International Association of Fire Fighters, and the American Federation of State, County and Municipal Employees (AFSCME). In general, employees with management roles are not covered by a bargaining unit. The City of Santa Fe has 87,907 Capitalized Assets; the accumulated cost with depreciation (as of 6/30/2014) is \$1,475,119,281.94. These assets include 5,938 open space acres, 100 parks, the municipal water shed and its two dams, a water treatment plant, the Buckman Direct Diversion plant, a wastewater treatment plant, a golf course, four aquatics centers and three recreation centers, five senior centers, three libraries, a municipal airport, the Santa Fe Community Convention Center, nine fire stations, a police station and two substations, and seven main government campuses (including City Hall). In addition, assets include all of the vehicles, heavy machinery, and specialized equipment needed to perform the variety of tasks assigned to the City, and throughout its many functions.



The City of Santa Fe's computing environment is comprised of a hub and spoke network topology consisting, primarily, of Cisco internetworking routers, switches and Wi-Fi equipment. The network spans over 45 remote locations, which include numerous V-LANs. The City is standardized on Microsoft Windows Server as its Server Operating System, and deploys Microsoft Windows 7 and Microsoft Office 2010 for its Client Operating System and Office Productivity Suite respectively; the City's email system is run on Microsoft Exchange. The City's financial software system (JD Edwards EnterpriseOne), community development software system (SunGard), utility billing system (UCIS) and police records management system (SunGard) reside on an IBM System I running the OS400 operating system. The IBM System I is mirrored real-time with an identical system located at the Regional Emergency Communications Center (RECC), which runs the Computer Aided Dispatch System (SunGard CAD) that supports the Police and Fire Departments. The Fire Department runs a cloud hosted Records Management System (RMS) and Electronic Patient Care Reporting System (EPCR). The Police and Fire Departments deploy Panasonic Toughbook Mobile Data Terminals (MDTs) to provide certain field personnel with mobile access to systems such as CAD, National Crime Information Center (NCIC), Traffic and Criminal Software (TraCS), mobile mapping, etc. The Transit Division and Inspections & Enforcement Division also utilize MDTs. The City's Land Mobile Radio System (LMR) is from Motorola and is comprised of fifteen (15) trunked radio repeaters. In addition to public safety, the LMR provides mobile communications for Public Works, Public Utilities, Land Use and Transportation. The City also utilizes a cloud hosted Automated Vehicle Locator (AVL) system utilizing Global Positioning Satellite (GPS), Geographical Information Systems (GIS) and wireless technologies to manage its vehicles fleets in Public Utilities, Public Works and Transportation. The City's GIS system is built on ESRI standards using ArcGIS technology. The City's Parking Division utilizes T2's Unified Parking Management Software System.

1.3 Project Objectives

The City of Santa Fe is planning to replace its current software system environment that supports various business processes with a Community Development (CD) Software System. In doing so, the City seeks to address several challenges in the current environment, including but not limited to:

- There are limited automated workflow processes and approvals implemented at the City
- There is a lack of mobile system access and data capture functionality for staff working in the field
- There is a reliance on manual and paper-based processes, including tracking and calculating information external to key applications
- There is a lack of comprehensive accounts receivable and cash receipts functionality
- The HTE system does not support digital submittal and electronic review and mark-up tools
- Several business processes rely on disparate systems and manual processes
- Opportunities for increasing transparency into City fiscal and land use information through the City website exist

In order to address these challenges and others, the City has initiated an enterprise-wide project to adequately plan for, select, and implement a replacement software system. Section 2.0, Project Scope, outlines the features and functionality desired in a future systems environment as well as the professional services activities to be a part of implementation.

The primary objective is to procure, implement and maintain a system or an integrated system of systems that mitigate the challenges listed above, allow for streamlined collection and processing of information, and to facilitate standardization and timely access to information.

1.4 Definitions

In order to simplify the language throughout this request for proposal, the following definitions shall apply:

ADDENDA – Written instruments issued by the City of Santa Fe prior to the date for receipt of proposals which modify or interpret the Request for Proposal (RFP) documents by addition, deletions, clarification or corrections.

CITY – The City of Santa Fe, a political subdivision of the State of New Mexico.



CITY IMPLEMENTATION TEAM – The team of City staff that will lead the implementation of the CD software system.

CITY PROJECT MANAGER – The person designated by the City of Santa Fe to be the City Project Manager assigned to act on behalf of the City during the term of this Contract.

CONTRACT DOCUMENTS – The Request for Proposals, submitted proposal, including any diagrams, blueprints, Addenda, and a form of agreement between the City and the Contractor, including all change orders, insurance certificates, exhibits, amendments, and attachments.

CONTRACTOR – The Contractor(s)/consultant(s) that is awarded a contract to provide enterprise software system(s) and professional services to implement the CD software system for the City.

CONTRACTOR PROJECT MANAGER – The person designated by the Contractor to be the Contractor's Project Manager assigned to act on behalf of the Contractor during the term of this Contract.

DAYS - Means calendar days unless otherwise specified in the Contract Documents

HTE – See "SUNGARD HTE".

LITIGATION EXPENSE - Any court filing fee and costs, arbitration fees or costs, witness fee, arbitration fees, and each other fee and cost of investigating and defending or asserting any claim for indemnification under this Contract, including, without limitation, in each case, attorneys' fees, professional fees, disbursements and each other fee and cost of investigating and defending, appealing or asserting any claim for indemnification under this Contract.

LOSS - Any liability, loss, claim, settlement payment, cost and expense, interest, award, judgment, damages (including punitive damages), diminution in value, fines, fees and penalties or other charge, other than a litigation expense.

OFFEROR – See "PROPOSER".

PROJECT – This Community Development (CD) Software System Selection project.

PROJECT SCOPE – Scope of services to be provided by the Contractor(s).

PROPOSAL – A complete and properly signed proposal to provide goods, commodities, labor or services for the sum stated and submitted in accordance with the Request for Proposal.

PROPOSER or OFFEROR or VENDOR - The person, Contractor, corporation, partnership or other entity submitting a Proposal on items listed in the RFP Documents and thereby agreeing to meet the Contract terms and conditions if awarded the contract.

RESOURCE PLAN – Resources needed to perform Project activities.

SERVICES or WORK - All services to be performed by the Contractor to successfully complete the enterprise software system(s) implementation Project to the satisfaction of the City.

SUBCONTRACTOR or SUBCONSULTANT - Any individual, corporation, company, or other entity who contracts to perform work or render services to a Contractor or to another subcontractor as part of this Contract with the City.

SUNGARD HTE – The primary legacy software application used by the City to support land use and community development processes.

VENDOR – See "PROPOSER".



1.5 City's Consulting Partner

The City has retained Berry, Dunn, McNeil & Parker (BerryDunn) as a consulting partner for this project. The role of BerryDunn is to provide information and analytical services to support this project.

BerryDunn will be facilitating activities as part of the procurement, but will not be participating in the evaluation scoring. Evaluations and resulting decisions will be made solely by the City of Santa Fe.

1.6 RFP Schedule of Events

The following RFP Schedule of Events represents the best estimate of the schedule the City will follow. The City has performed extensive planning work and has planned to meet the dates described below. Vendors are encouraged to hold the demonstration dates listed. If a component of the schedule is delayed, it shall be anticipated that the remaining components will also be delayed by a similar number of days. Any significant change to the schedule will be published via RFP Addendum.

Table 01: RFP Schedule of Events

Event	Estimated Date
Date of Advertisement	May 5, 2016
Request for Proposals Released	May 5,, 2016
Pre-Proposal Vendor Conference	May 17, 2016 @ 3:00 pm MST
Deadline for Questions From Vendors	May 23, 2016 @ 4:30 pm MST
Final Addendum for Questions Published	May 26, 2016
Deadline for Proposal Submissions	June 2, 2016 @ 4pm MST
Evaluation Period Commences	June 3, 2016
Vendor Demonstrations	Week of July 25
Recommendation of Award to Finance Committee	Late August (<i>Tentative</i>)
Recommendation of Award to City Council	Early September (<i>Tentative</i>)

1.7 Pre-Qualification of Vendors

The City has not employed a pre-qualification process. No vendors are either pre-qualified or precluded from responding to this RFP.

1.8 Minimum Qualifications

In order for proposals to be evaluated and considered for award, proposals must be deemed responsive. To be deemed responsive, the submitted proposal documents shall conform in all material respects to the requirements stated by the RFP, and, proposers shall document and validate the capability to fully perform all requirements defined by the RFP. Factors to be considered include, and may not be limited to: experience, integrity, reliability, capacity and other factors required to provide the services defined by the RFP.

1.9 Partnerships and Proposers of Subsets of Functionality

Proposers are encouraged to establish partnership relationships to fully provide all requirements defined by the RFP. Vendors engaged in a partnership relationship shall submit a single proposal in response to this RFP. Partnership relationships shall be clearly defined by proposal responses. Such definition shall identify the entity in the partnership relationship deemed to be the Prime Vendor. It is expected that any item in the proposal response guidelines that relates to an individual vendor's capabilities shall be responded to for each vendor in the partnership relationship.



Proposers who elect not to partner, or not to partner to provide functionality for all functional areas shall clearly describe the functionality proposed.

Proposers are also encouraged to propose on a subset of functionality if the proposed software cannot provide functionality for all requested modules. The City will consider proposers of a subset of functionality on the relative merit of the functionality proposed based on the evaluation criteria laid forth in this RFP, and reserves the right to enter into negotiations for one or more proposers in order to achieve a “best of breed” solution. The City does have a preference towards an end-to-end solution, but is willing to consider a best of breed solution.

1.10 Incurred Expenses

There is no express or implied obligation for the City to reimburse responding firms for any expenses incurred in preparing Proposals in response to this Request for Proposal and the City will not reimburse responding firms for these expenses, nor will the City pay any subsequent costs associated with the provision of any additional information or presentation, or to procure a contract for these services. The City will also not be responsible for any costs associated with preparing and/or participating in any systems demonstrations requested of the Proposer’s product.

1.11 Questions and Inquiries

It shall be the responsibility of the Proposer to inquire about any portion of the RFP that is not fully understood and susceptible to more than one interpretation. Written inquiries are required. All questions concerning the RFP must reference the page number, section heading, and paragraph, if applicable. Questions may be submitted via email and Proposers shall insert “City of Santa Fe CD Software System RFP Question” in the subject line. Oral communications will not be accepted. The following table provides the primary contact and the acknowledgement contact information. With any communications, both the primary and acknowledgement point of contact should be included.

Table 02: Point of Contact

Point of Contact	
Primary	Acknowledgement
Robert Rodarte City of Santa Fe rrodarte@ci.santa-fe.nm.us	Shirley Rodriguez City of Santa Fe sarodriguez@ci.santa-fe.nm.us

Questions and inquiries related to this RFP, including questions and inquiries related to technical issues are to be submitted in writing via email and directed to the Point of Contact using the contact information in Table 02 above.

In accordance with the RFP Schedule of Events in Section 1.7, all questions must be received in writing no later than May 23, 2016 at 4:30 pm Mountain Time. Questions and answers will be issued in accordance with Section 1.15, Amendments and Addenda.

Proposers shall not contact City staff with any questions or inquiries. Unauthorized contact with any personnel of the City may be cause for rejection of the Proposer’s response. The decision to reject a Proposal is solely that of the City.

1.12 Clarification and Discussion of Proposals

The City may request clarifications and conduct discussions with any Proposer who submits a Proposal. Proposers must be available for a system demonstration to City staff on dates specified in Table 01 if selected for system demonstrations. Failure of a vendor to respond to such a request for additional information, clarification, or system demonstrations may result in rejection of the vendor’s proposal.

1.13 Pre-Proposal Vendor Conference



A Pre-Proposal Vendor Conference will be held on May 17, 2016, 3:00 pm Mountain Time. The Pre-Proposal Vendor Conference will be hosted via teleconference. The City will not be hosting an in-person option for the Pre-Proposal Vendor Conference.

Vendors that are interested in participating in the Pre-Proposal Vendor Conference shall contact the City in writing using the information contained in Table 02 (Point of Contact) to request the teleconference information.

The format of the Pre-Proposal Vendor Conference will be an overview presentation of the RFP, its contents, the RFP Schedule of Events, and additional topics. Following the presentation, vendors will be able to ask questions related to the RFP or the overall process. The City will attempt to answer all questions at that time, but answers provided shall not be binding. Following the Pre-Proposal Vendor Conference, the City will issue an addendum with all material questions asked and their respective answers.

Participation in the Pre-Proposal Vendor Conference is not mandatory.

1.14 Amendments and Addenda

All clarifications and RFP revisions will be documented in an addendum and publicly published to the City's website. The City will attempt to publicly publish periodic addenda on a timely basis between the RFP publishing date and the date of the final addendum on May 26, 2016.

Only questions and answers documented in an addendum shall be binding. Each addendum issued will contain an acknowledgement form which shall be signed and returned with proposers' responses. The City reserves the right to revise the RFP prior to the deadline for proposal submissions on June 2, 2016. Revisions shall be documented in an addendum and publicly published to the City website.



2.0 Project Scope

2.1 Functional Areas

The following table contains the list of functional areas of the desired CD system.

Table 03: Functional Areas

No.	Functional Area	No.	Functional Area
1	Plan Tracking and Review	4	Code Enforcement
2	Permitting	5	Business Licensing
3	Inspections	6	eGovernment and Web Capabilities

The List of Functional and Technical Requirements/Capabilities contained in Attachment B contains the detailed functionality the City requires within each functional area in a future system(s).

The City is currently evaluating replacement system options for core financial and human resources and payroll functionality. The City desires that the phasing for the future Community Development System is considered relative to the phases within the scope of the financial and human resources system implementation. The City has identified potential phasing and target go-live dates in Table 04 below. These phases are estimates based on anticipated resource requirements and dependencies between functional areas. These potential phases are subject to negotiation. The City operates on a July 1 – June 30 fiscal year. Proposers are encouraged to indicate suggested implementation timelines, including proposed alternate phasing, and anticipated go-live dates for the Functional Areas contained in Table 03. Proposers should also discuss the potential for phases to be performed concurrently.

Table 04: Potential Phasing

Phase	Functional Areas	Phase Start	Phase Go-Live
1	Core Financials (and potentially time entry)	September 1, 2016	July 1, 2017
2	HR-Payroll	January 1, 2017	January 1, 2018
3	Community Development	July 1, 2017	July 1, 2018
4	Ancillary (inventory, grants, fixed assets, possible HR elements, etc.)	January 1, 2018	October 1, 2018

2.2 City and Project Staffing

The City will have a dedicated Project Manager through implementation. The City intends to have both functional and technical resources available during implementation. Additional detailed City resource planning has not been completed and will be based on the resource estimates provided by the Offeror.

2.3 Number of Users

The following user counts by module contained in Table 05 are estimates and are provided for planning purposes only. The number of users represents the anticipated future number of users of a new system.



Table 05: Number of Users

No.	Functional Area	Total Users	Concurrent Users
1	Plan Tracking and Review	70	70
2	Permitting		
3	Inspections		
4	Code Enforcement		
5	Business Licensing		
6	eGovernment and Web Capabilities		

It is anticipated that some users will use multiple modules causing overlap in each functional area.

2.4 Current City Applications Environment

A variety of applications and databases exist in the current environment to support the City's core business processes. The application environment includes the primary applications as described further below.

- **JD Edwards EnterpriseOne:** The City's current Enterprise Resource Planning (ERP) system is Oracle's JD Edwards EnterpriseOne, running version 8.12; tools release 8.98.3. The current hardware platform is an IBM System I, Power 6 partitioned into three (3) Logical Partitions (LPARs); Enterprise/Application Server; Web Server; and Test Server. These partitions support three (3) environments; Production (PD); Prototype (PY); and Development (DV). A Deployment Server runs on a HP DL 360 G5 Server. Three (3) additional LPARs run on the IBM System I in support of other functions World, High Availability, and Test2. The City recently completed an upgrade of the OS400 Operating System on its IBM System I from V5R4 to V7R1.

The City is currently using JD Edwards EnterpriseOne ERP system modules to manage functions including General Ledger, Accounts Payable, Accounts Receivable, Budget, Purchasing, Inventory Management, Fleet Maintenance, Payroll, User Account Management, limited Workflow and Transactions Processing in some functional areas, limited Employee Time Entry, and Position Control.

- **Infor Infinium:** The City implemented EnterpriseOne with core financial functionality initially, and later engaged in a project to convert Human Resources and Payroll data from the legacy Infinium system to EnterpriseOne. Much data resides in the legacy Infinium application and was not converted, resulting in City staff relying on Infinium as a source of data on a regular basis.
- **Sungard HTE:** The City is currently using SunGard HTE system modules to manage functions including Planning, Permitting, Inspections, Land Management, and Code Enforcement. The City is also using an in-house developed Constituent Relationship Management (CRM) system to support some aspects of Code Enforcement.
- Additional systems in use at the City may be found in the Interfaces tab included in Attachment B to this RFP.

The following table contains functional statistics of the City. These statistics are estimates and are provided for planning purposes only.



Table 06: Functional Area Statistics

No.	Functional Area/Metric	Statistic
1	Planning and Zoning	
	Number of Planning Cases per Year	129 Regular 966 Historic
2	Permitting	
	Number of Permits Processed per Year	4,802
	Number of Permit Types	66
3	Inspections	
	Number of Inspections Conducted per Year	13,519
	Number of Inspection Types	83
4	Code Enforcement	
	Number of Complaints Processed per Year	1,500
	Number of Complaint Types	15
	Number of Inspections Processed per Year	2,010
	Number of Inspections Types	12
5	Business Licensing	
	Number of Business Licenses Processed per Year	6,060 Renew 797 New

2.5 Planned and In-Progress Projects

The City currently has several in progress or planned enterprise-wide technology projects that may potentially impact system and technical standards during the implementation of a new CD System.

- **Enterprise Resource Planning (ERP) System Implementation:** The City is in the process of evaluating proposals for an ERP system.
- **Utility Billing System Implementation:** The Public Utilities Department is in the process of implementing a modern utility billing system that could potentially interface with a future CD system.
- **End User/Help Desk Support:** The City is currently conducting process reviews to improve help desk support including setting up designated staff to receive help desk requests and triage work orders.
- **Data Center Migration:** The City is in the process of moving the primary data center to an outsourced facility away from the City's primary buildings.
- **311 System Research:** The City is in the process of looking into a more robust 311 system. Currently the City's website provides some basic 311 functionality, however it is not adequate for the City's needs.
- **iSeries Upgrade:** The City is looking into upgrading the iSeries servers (AS/400 servers) as the hardware support will expire in December 2016. Staff reported that not all applications will be off the servers by then, and that the City may need to lease or buy a platform.
- **GIS IMS System Upgrade:** The City is currently in the process of upgrading the internal and public facing GIS Internet Mapping System (IMS).
- **OpenGov:** The City is currently implementing a financial data portal using the OpenGov solution. Five (5) years of financial data will be available to the public on this portal.

2.6 Implementation Project Plan

As part of the Project Scope, the Contractor(s) must develop and provide the City with a detailed Implementation Project Plan that, at a minimum, will include the components listed below.



Section #1 - Project Objectives: This section of the Implementation Project Plan should include overall Project objectives.

Section #2 - Project Deliverables and Milestones: This section of the Implementation Project Plan should include a list of deliverables and milestones of the Project, and with each deliverable or milestone, this section should describe exactly how and what will be provided to meet the needs of the City.

Section #3 - Project Schedule (Project Management Software): This section of the Implementation Project Plan should identify the dates associated with deliverables and milestones described in Section #2 of the Project Plan. In addition, this section should reflect Project predecessors, successors and dependencies. The City requires the use of Project management software (such as Microsoft Project) to develop and maintain the Project schedule, Resource Plan, and Gantt chart. *The Project Schedule should also be included in Tab 8 of the proposal. Additional information is provided in Section 4.9, Tab 8- Project Schedule.*

Section #4 - Project Management Processes:

- a. **Resource Management:** This section of the Implementation Project Plan should describe City resources, Contractor resources, and the overall Project team structure, including an organizational chart. Roles identified for the Contractor, its subcontractors, and the City should also include a detailed description of the responsibilities related to the identified role as well as the communication process for each party.
- b. **Scope Management:** This section of the Implementation Project Plan should describe the approach the Contractor will use in order to manage Project Scope and the process used to request changes to Project Scope. It is the City's desire to use the proposed enterprise software system(s) "as is" and, as such, any changes must be reviewed and approved by the City's Implementation Project Team.
- c. **Schedule Management:** This section of the Implementation Project Plan should describe the approach the Contractor will use in order to manage the Project schedule and the process used to submit requested changes to the schedule. The Contractor must ensure that the Project schedule is kept current and report any missed milestones to the City.
- d. **Risk Management:** This section of the Implementation Project Plan should describe the approach the Contractor will use to document existing Project risks, provide recommendations for mitigating the risk, and how this will be communicated to the City Implementation Team.
- e. **Quality Management:** This section of the Implementation Project Plan should describe the approach the Selected Vendor will use to assure that all written deliverables have received appropriate reviews for quality before being submitted to the City.
- f. **Communication Management:** This section of the Implementation Project Plan should describe the approach the Selected Vendor will use to provide a detailed communication plan that includes discussion of key implementation metrics that will be used to track progress; types of communication methods (i.e., memo, email, one-on-one meetings, Project team meetings, stakeholder group meetings, online web progress reporting tools, etc.) that the Vendor will use; frequency of these communications; and key Vendor points-of-contact with overall responsibility for ensuring these communications are provided as scheduled. The City also expects that the Selected Vendor will make key personnel and staff available for certain meetings either on-site or via teleconference or web-conference that may be required should major issues arise during the implementation that significantly impact the schedule, or budget, of the CD system.
- g. **Business Process Change Management:** This section of the Implementation Project Plan should describe the approach the Selected Vendor will use to provide a plan which should include a list of the business processes the Selected Vendor recommends changing and a



detailed description and flowchart outlining the changes, the anticipated benefits to the City of these changes, and how the Vendor proposes to manage this change process.

- h. **Organizational Change Management:** This section of the Implementation Project Plan should describe the process, tools and techniques the Selected Vendor will use to manage the people-side of change.

Section #5 - Data Conversion Approach: As part of the Implementation Project Plan, the Selected Vendor will develop and provide a detailed Data Conversion Plan that describes how files will be converted to the proposed system (e.g., through software conversion aids/utility programs or special programs that must be written, the actual conversion procedures, etc.). The City would like to understand how the Selected Vendor will approach developing the data conversion plan, and what processes will be undertaken by the Selected Vendor's Project team to convert existing data as well as to interface with identified source systems. A conversion schedule should identify planned conversion steps, estimated hours, and what resources will be required (by City or Selected Vendor) for all pertinent legacy data. Data conversion shall occur when migrating to the new application. The Selected Vendor is expected to assist the City in the conversion of both electronic and manual data to the new system. It is expected that the City will be responsible for data extraction from current systems and data scrubbing and that the Selected Vendor shall be responsible for overall data conversion coordination, definition of file layouts, and data import and validation into the new system(s). Selected Vendors should plan to have converted data ready for the User Acceptance Testing phase of the Project.

Proposers shall complete the Data Conversion tab in Attachment B, Functional and Technical Requirements.

Proposers shall also complete Attachment H – Responsibility of Data Conversion Activities.

Proposers may provide a sample Data Conversion Plan as part of responses in accordance with the Submittal Response Format described in Section 4.5, Tab 4 - Implementation Methodology. A sample is not required.

Section #6 – Training: As part of the Project Scope, the Contractor will develop, provide, and manage a detailed plan for training. This Training Plan must include the information described below.

- a. The role and responsibility of the software and/or any sub-contractors in the design and implementation of the training plan (e.g., development of customized training materials, delivering training to City end users).
- b. The role and responsibility of the City staff in the design and implementation of the training plan.
- c. Overview of proposed training plan/strategy, including options for on-site or off-site training services, for the core project team, end users, and technology personnel.
- d. Proposed training schedule for City personnel of various user and interaction levels.
- e. Descriptions of classes/courses proposed in the training plan. (The Vendor should specify the unit of measure for its training, e.g., units, classes, days, etc., and define the hours associated with these units of measure.) The Vendor must be very clear about exactly what training courses are included in the cost of the proposal and what training materials will be provided.
- f. The knowledge transfer strategy proposed by the software and/or implementation Vendor to prepare City staff to maintain the system after it is placed into production.
- g. Detailed description of system documentation and resources that will be included as part of the implementation by the Vendor including, but not limited to, detailed system user manuals, "Quick Reference" guides, online support, help desk support, user group community resources, and others as available.

It is the City's intention that the Contractor will coordinate the training of City personnel in the use of its application and that satisfactory implementation of an approved training plan will be a key component of this project's deliverables. Documentation, including training manuals and agendas, will be provided by the Proposer before each training session with City staff.



Proposers may provide a sample Training Plan as part of responses in accordance with the Submittal Response Format described in Section 4.5, Tab 4 - Implementation Methodology. A sample is not required.

Section #7 - Bi-Weekly Status Reports: This section of the Implementation Project Plan should describe the approach the Contractor will use to provide bi-weekly status reports throughout the course of the Project. This section should include an example of the bi-weekly status report and identify the expected delivery mechanism that will be used to provide the report to the City.

Proposers shall provide a preliminary Implementation Project Plan as part of responses in accordance with the Submittal Response Format described in Section 4.0.

2.7 System Interface Plan

As part of the Project Scope, the selected vendor will develop and provide a detailed System Interface Plan that contains the proposed strategy for interfacing to all applications described in the Interfaces section of Attachment B, Functional and Technical Requirements/Capabilities.

Proposers may provide a sample System Interface Plan as part of responses in accordance with the Submittal Response Format described in Section 4.4, Tab 3 - Implementation Methodology. A sample is not required.

2.8 Software Customization Plan

As part of the Project Scope, the Selected Vendor will develop and provide a detailed Software Customization Plan that includes anticipated customizations and their impact to the overall Project schedule, budget, and final success. This Software Customization Plan should describe the process that the City and the Vendor will engage in for accepting the software modifications. While it is the City's intent to utilize the Selected Vendor system's existing capabilities and embedded best-practice business processes, it recognizes that there may be some critical work processes that require software customization.

Proposers may provide a sample Software Customization Plan as part of responses in accordance with the Submittal Response Format described in Section 4.5, Tab 4 - Implementation Methodology. A sample is not required.

2.9 Testing and Quality Assurance Plan

As part of the Project Scope, the selected vendor will develop and provide a Testing and Quality Assurance Plan that describes all phases of testing: unit, system, interface, integration, regression, parallel, and user acceptance testing. It is the City's expectation that the Testing and Quality Assurance Plan govern all phases of the project and that the vendor will also provide assistance during each testing phase involving City users. The vendor will develop the initial User Acceptance Testing (UAT) plan, provide templates and guidance for developing test scripts, and will provide onsite support during UAT. The vendor will also provide a plan for stress testing of the system that will occur during or after UAT.

Proposers may provide a sample Testing and Quality Assurance Plan as part of responses in accordance with the Submittal Response Format described in Section 4.5, Tab 4 - Implementation Methodology. A sample is not required.

2.10 Pre- and Post-Implementation Level of Support

As part of the Project Scope, the Selected Vendor will develop and provide a Pre- and Post-implementation Support Plan that describes the approach to software support during the implementation and after the implementation. Proposers should describe what level of support is available under the proposed fee structure. If varying levels of support are available, this section of the Proposer's response should clarify these potential services and highlight the level of support that has been proposed.



The following support and issue resolution information contained in Table 07 are suggestions and are provided for planning purposes only. The table contains information on the support issue resolution standards that the City wishes the Vendor to provide following implementation.

Table 07: Support and Issue Resolution Standards

No.	Support and Issue Resolution Standards
1	The vendor, at a minimum has the ability to adhere to the following standards for issue resolution: <ul style="list-style-type: none">Severity Level 1, system is down. Attention required immediately, maximum of 30 minute response time.Severity Level 2, major functionality of the system is impacted or parts of the system are down. Maximum of 1 hour response time.Severity Level 3, non-mission critical processes are impacted. Maximum of 8 hour response time.
2	Outage times should be based on a 24x7 basis instead of working hours.
3	Severity levels for support will be defined by the City.
4	The vendor will provide support during standard City business hours.
5	The vendor will provide web-based support, with a searchable database of common problems, to assist end users in researching error messages.
6	The vendor will adhere to the City's security policies, including but not limited to, vendors requesting access to the application and/or network prior to troubleshooting.
7	The vendor will proactively notify the City System Administrator regarding which releases of third-party software (JAVA virtual machine, Internet Explorer, Mozilla, Safari, etc.) are known to create problems with the current version of the vendor software.

Vendors should describe what level of support is available under the proposed fee structure. If varying levels of support are available, this section of the vendor's response should clarify these potential services and highlight the level of support that has been proposed.

Proposers may provide a sample Pre- and Post-Implementation Plan as part of responses in accordance with the Submittal Response Format described in Section 4.5, Tab 4 - Implementation Methodology. A sample is not required.

2.11 System Documentation

As part of the Project Scope, the selected vendor will develop and provide documentation that describes the features and functions of the proposed application software. The documentation shall be provided for both users and the technical personnel who will administer and maintain the system. It is desirable that differing levels of documentation (user documentation and technical documentation) exist. The selected vendor shall provide documentation in web-based and PDF forms for each application module.

Proposers may provide sample System Documentation as part of responses in accordance with the Submittal Response Format described in Section 4.5, Tab 4 - Implementation Methodology. In addition, Proposers may provide an overview of the system documentation that will be provided as part of system implementation. Samples are not required.

2.12 Risk Register

As part of the Project Scope, the Contractor(s) will develop and maintain a documented Risk Register. Such Risk Register will be maintained in a centrally accessible location (i.e., Project portal) and be regularly updated.



For each risk identified, the Contractor shall be responsible to develop an impact summary and a mitigation strategy in a timely fashion.

Proposers may provide a sample Risk Register as part of responses in accordance with the Submittal Response Format described in Section 4.5, Tab 4 - Implementation Methodology. A sample is not required.



3.0 Proposal Evaluation and Award

3.1 Evaluation Process

The City's Evaluation Committee will initially review and evaluate each proposal received to determine the proposer's ability to meet the requirements of the City. The evaluation criteria described in Section 3.2 will be the basis for evaluation.

The Evaluation Committee will determine the vendors best suited to meet the needs of the City based on the scoring of the evaluation criteria. These vendors will form the Vendor Short List.

The City, at its sole discretion, reserves the right to have system demonstrations with those proposers on the Vendor Short List, or any other vendor. Scripted demonstrations will be conducted at City offices. Time limitations and demonstration requirements will be provided with the notification. Each Evaluation Committee member will score the demonstration.

A Pre-Demonstration Vendor Teleconference will take place for those vendors that have been short-listed. The demonstration schedule and script will be provided in advance of the Pre-Demonstration Vendor Conference and vendors will have an opportunity to review the format of the demonstrations and ask questions related to procedure and specific demonstration scenarios. This meeting will be conducted via teleconference.

Demonstrations will be assigned a portion of the overall Technical Capability score. The City may elect, at its sole option, not to conduct discussions or demonstrations with respondents. Demonstrations will involve a scripted demonstration and potentially a separate room for questions and answers.

Vendors who are invited to participate in demonstrations are advised that the provided scripts must be strictly adhered to while presenting. Optional modules or functionality must not be presented if they fall outside the scope of requested functionality or that functionality which has been proposed by the vendor.

The City may request additional information or clarification of proposals and hereby reserves the right to select the particular response to this RFP that it believes will best serve its business and operational requirements, considering the evaluation criteria set forth below.

3.2 Evaluation Criteria

The evaluation criteria in the following table are intended to be the basis by which each proposal will be evaluated, measured, and ranked. The City hereby reserves the right to evaluate, at its sole discretion, the extent to which each proposal received compares to the stated criteria. The recommendation of the Evaluation Committee shall be based on the evaluations using the criteria through all stages of the evaluation process (e.g., review of written proposals, vendor demonstrations, reference checks, etc.)

Table 08: Evaluation Criteria

Criteria	Description	Maximum Score
Functional*	This criterion considers the ability of the proposed software to meet the City's functionality needs. This includes the ability to meet the Functional Requirements (Attachment B) for the functional areas that are proposed and the ability for the proposed software to integrate with the City's system environment.	35
Technical*	This criterion considers the ability of the proposed software to align with the City's preferred technical specifications and interface requirements (Attachment B). This criterion will also consider the level of integration among proposed system modules.	15



Criteria	Description	Maximum Score
Approach*	This criterion considers the Proposer's understanding of the scope of work (Section 2.0) and the quality and clarity of the Proposer's written methodology and description of the proposed approach to accomplish the work. This criterion also considers the Proposer's approach to training and support.	15
Experience*	This criterion considers the Proposer's experience in providing the services solicited by this RFP as set forth in the Proposer's response and as learned from references	15
Cost	This criterion considers the price of the software license, services, and ongoing maintenance solicited by this RFP. Proposers will be evaluated on their pricing scheme as well as on their price in comparison to the other proposers.	20

**Final scoring for these criteria may be adjusted for Short Listed Vendors based on the results of the demonstrations, reference calls, site visits, or supplemental information requests.*

The City intends to review cost proposals prior to the demonstrations to ensure the Short-List Vendors are within the City's budget planning.

3.3 Best and Final Offer/Request for Clarification

A Best-and-Final-Offer process may be initiated if it is determined to be in the best interest of the City. Such process may be initiated following the publishing of the Vendor Short List or at any other evaluation process step. Additional processes of scope and cost clarification may be employed as part of the evaluation process.

3.4 Notice of Intent Award

After the completion of contract negotiations, the City may issue a written Notice of Intent to Award and send copies to all proposers. The scores and placement of other proposers will not be part of the Notice of Intent to Award.

Successful proposers named in the Notice of Intent to Award are advised not to begin work or enter into subcontracts relating to the project until both the successful proposer and the City sign the contract.

3.5 Negotiations and Contract Execution

The City reserves the right to negotiate the final terms and conditions of the contract to be executed. In the event the City and the vendor are unable to agree upon all contract provisions, the City reserves the right to cease negotiations, and to move on to select another vendor, or to reject all Proposals.

3.6 Contracting Ethics

1. It is a breach of ethical standards for any person to offer, give, or agree to give any City employee or Committees, Commissions, and Council person, or by City Policy, for any City employee, or Committees, Commissions, and Council person to solicit, demand, accept, or agree to accept from another person or agency, a gratuity or an offer of employment whenever a reasonable prudent person would conclude that such consideration was motivated by an individual, group, or corporate desire to obtain special, preferential, or more favorable treatment than is normally accorded the general public.
2. The Vendor shall not assign any interest in this contract and shall not transfer any interest in the same without the prior written consent of the City.



3. The Vendor shall not accept any private client or project that may place it in ethical conflict during its representation of the City.

3.7 No Obligation, Right of Rejection, and Multiple Award

The inquiry made through this RFP implies no obligation on the part of the City of Santa Fe.

The City reserves the right to reject any proposal, in whole or in part. Proposals received from debarred or suspended vendors will be rejected. The City may reject any proposal that is not responsive to all of the material and substantial terms, conditions, and performance requirements of this RFP.

The City further reserves the right to award all, part, or none of the components/functional areas included in this RFP or a Proposer's proposal. In addition, the City reserves the right to make one or more awards to competing Proposers for subsets of functionality as a result of this RFP.

The City reserves the right to reject any proposal determined to be nonresponsive. The City also reserves the right to refrain from making an award if it determines it to be in its best interest.



4.0 Submittal Response Format

4.1 General Instructions

It will be the sole responsibility of the Proposer to submit its Proposal to the City before the closing deadline. Late Proposals will not be considered and will be returned unopened to the Proposer.

The City reserves the right to reject any or all Proposals or parts of Proposals, to accept part or all of Proposals on the basis of considerations other than lowest cost, and to create a project of lesser or greater expense than described in this RFP or the respondent's reply based on the component prices submitted.

The City reserves the right to cancel this solicitation or to change its scope if it is considered to be in the best interest of the City. The City reserves the right to waive irregularities in the Proposal content or to request supplemental information from Proposers.

The following instructions must be followed by Proposers submitting Proposals:

1. The deadline for Proposal submissions is established in Section 1.7, RFP Introduction and Background. The Proposal deadline is March 4, 2016 at 2:00 p.m. Mountain Time. Proposals received at the City after this deadline will not be accepted and will be returned to Proposer. Late qualifications will not be opened and may be returned to the Offeror at the expense of the Offeror or destroyed if requested.
2. Proposers shall submit ten (10) hard copies of the Technical Proposal and ten (10) hard copies of the Cost Proposal under separate covers to the City at the address contained in Table 09. One (1) hard copy of the Technical Proposal and one (1) hard copy of the Cost Proposal should be clearly marked as the "Original," and the remaining copies should be clearly marked "Copy".
3. Technical Proposals should be provided in three-ring binders with tab separators. Technical Proposals shall not include extraneous marketing materials.
4. Proposers shall submit one (1) electronic version of the Technical Proposal and one (1) electronic version of the Cost Proposal on separate CDs to the City along with hard copy Proposals. All attachments provided as part of this RFP package shall be provided in MS Excel format. All Forms Attachments provided as part of this RFP package shall be provided in MS Word format. All other materials submitted shall be provided in searchable Adobe PDF format.
5. Proposers shall submit one (1) electronic version of the Technical Proposal and one (1) electronic version of the Cost Proposal on separate CDs to BerryDunn at the address in Table 09. All Worksheet Attachments provided as part of this RFP package shall be provided in MS Excel format. All Forms Attachments provided as part of this RFP package shall be provided in MS Word format. All other materials submitted shall be provided in searchable Adobe PDF format. Determination of meeting the submission deadline is independent of BerryDunn receiving the electronic version.
6. Mailed Proposals shall be clearly labeled on the outside of the packaging with the RFP Title and RFP Number.
7. The mailing addresses for Proposals is contained in the following table.

Table 09: Proposal Mailing Addresses

City Mailing Address	Consultant Mailing Address
Attn: Robert Rodarte City of Santa Fe Building "H" 2651 Siringo Road Santa Fe, New Mexico, 87505	Ryan Doil BerryDunn 100 Middle Street, 4 th Floor Portland, ME 04104



8. The following table contains the organization guidelines for Proposal responses.

Table 10: Technical Proposal Organization Guidelines

Proposal Tab No.	Technical Proposal Section	RFP Sec. No.
Tab 1	Transmittal Letter and Executive Summary	4.2
Tab 2	Project Approach and Software Solution	4.3
Tab 3	System and Application Architecture	4.4
Tab 4	Implementation Methodology	4.5
Tab 5	Company Background and History	4.6
Tab 6	Key Proposed Personnel and Team Organization	4.7
Tab 7	Project Roles and Responsibilities	4.8
Tab 8	Project Schedule	4.9
Tab 9	Functional and Technical Requirements/Capabilities Response	4.10
Tab 10	Data Conversion Plan	4.11
Tab 11	Software Hosting	4.12
Tab 12	Testing and Quality Assurance Plan	4.13
Tab 13	Training Plan	4.14
Tab 14	Ownership of Deliverables	4.15
Tab 15	Sub-Contracting	4.16
Tab 16	References	4.17
Tab 17	Site Visit References	4.18
Tab 18	Response to Narrative Questions	4.19
Tab 19	Exceptions to Terms and Conditions	4.20
Tab 20	Attachments: Required Forms	4.21
Separate Cover	Price Proposal	4.22

4.2 Transmittal Letter and Executive Summary

The first tab of the Proposal should contain the Transmittal Letter and Executive Summary. The Transmittal Letter shall be signed by an authorized representative of the company such as the owner, partner, or in the case of a corporation, the President, Vice President, Secretary, or other corporate officer(s).

The Transmittal Letter must provide the Proposer's primary contact information, including the following:

1. Name of the Proposer representative
2. Title
3. Name of company
4. Address
5. Telephone number
6. E-mail address and
7. Signature of authorized officer of the firm

The Transmittal Letter shall be printed on the Proposer's letterhead.



A signature on the Transmittal Letter hereby provides the City acknowledgement and acceptance of the "Conditions" and the execution of same during the discharge of any succeeding contract. It shall be clearly understood that by submitting a Proposal in response to this solicitation, a Proposer shall be deemed to have accepted all specifications, terms, and general conditions and requirements set forth in these specifications, terms, general conditions, and requirements unless otherwise clearly noted and explained in this RFP.

The Executive Summary should provide a brief summary of the Proposal contents, emphasizing any unique aspects or strengths of the Proposal. The Executive Summary may be incorporated as part of the Transmittal Letter.

4.3 Project Approach and Software Solution

The second tab of the Proposal should include a description of the proposed approach for providing the services described in Section 2.0, Project Scope. This section must also include a summary description of the capabilities for each functional area of the Functional and Technical Requirements/Capabilities contained in Attachment B in narrative format. The purpose of this summary is so that the City has a high-level understanding of the proposed solution. The narrative should be written for an audience of the end-user community. Descriptions should be included for any products proposed by third-parties to meet the capabilities described in the Functional and Technical Requirements/Capabilities in Attachment B.

Proposers shall clearly indicate the licensing model, (named, concurrent, site) and whether this model varies based on the deployment method (locally hosted, vendor hosted, subscription based).

Proposers should clearly identify any modules or functionality that is being proposed as complementary or is otherwise optional. Likewise, Proposers should clearly indicate which proposed modules will satisfy the requirements associated with the functional areas identified in this RFP by completing Appendix J Proposed Functional Areas. If a functional area listed is not being proposed, Proposers shall indicate so with "Not Proposed" and shall list any software solutions the Proposer has relationships or partnerships with and/or any software solutions the Proposer has successfully integrated with in the past.

Marketing materials should not be submitted on the proposed functionality.

4.4 System and Application Architecture

The third tab of the Proposal shall include a description of the proposed system and application architecture.

The Proposer shall include responses to the following questions, in addition to any other information that may be relevant and useful to the City.

- a. Describe the design philosophy of your application. Include in your response the degree to which there is a common design philosophy across all modules, common programming languages and tools, and the extent of shared software code across all applications (e.g., the code to generate an address label or perform system rounding should be the same code for that function in all components of the application).
- b. List all hardware/operating system/database platforms upon which the product is supported. Provide specifications in terms of processors, processor speed, memory requirements, and other sizing and capacity factors to assist the City in budgeting for and acquiring hardware. Indicate whether each configuration is in production at a City or County close in size to the City. List which industry standard benchmarks or guidelines measures are used to establish this recommendation.
- c. Describe what virtual server environments the proposed solution can be used on.
- d. Discuss how many environments are available with your proposed solution at no additional cost (i.e. test, training, production)?



- e. List all desktop operating systems that are simultaneously supported on a single installation/version of the application. Indicate hardware/operating system platform if that is a consideration for support.
- f. Describe how often major and minor software updates are provided, as well as the level of City resources required for a major update, and the level of resources required for a minor update.
- g. The underlying architecture of the application design is important to the City. Please describe your system architecture model and explain the capabilities and features of this model that led to your use of it in developing this system.
- h. Describe your approach to ensure scalability of the product. This includes transaction growth, upgrades and replacements of components of the architecture, technology, and application.
- i. List the special access capabilities for which you provide the customer the ability to augment your solution. These might include touch screen, imaging, voice response, computer integrated telephony, wireless, etc.
- j. What is the source language(s) of the product?
- k. Is the source code available and, if so, under what conditions/terms?
- l. What is ability to support industry standards in areas such as communication protocols, security, EDI, object technology, user interfaces, etc. Please comment on any area where you do not support industry standards.
- m. Describe your ability to retain all user made changes to business rules, standard screens and standard reports when new releases of base software are installed.
- n. List all browsers that are certified for use with the application, and describe any required browser add-ons, function enablement, etc.
- o. What technology does the Proposer's relational database management system (RDMS) use to ensure integrity and completion of all transactions? Two-phase commit is one such technology.
- p. Please describe the major/minor upgrade process that is required if the solution requires a client based installation.

4.5 Implementation Methodology

The fourth tab of the Proposal should include a comprehensive description of the proposed implementation methodology for the Project. The description should include how the Proposer has developed this methodology to both incorporate lessons learned from past experiences as well as to meet the needs described in Section 2.0, Project Scope.

Proposers shall describe any assumptions made in Proposals in detail. These should include any assumptions related to the current City technical environment, staffing, project management approach, and City resources available during implementation and support phases.

If the Proposer is proposing a traditional City-hosted model, and a vendor-hosted and/or a subscription based solution, a detailed narrative description of how the implementation approach will vary between the deployment methods should be included.

Proposers should also include a sample Project Plan which details the implementation schedule and approach as part of the fourth tab.

As part of the implementation methodology and approach, Proposers shall describe additional services and associated costs that are offered for business process reengineering, change management, and analysis. This



should include general approaches to business process analysis and redesign, and specifically as it relates to the human resources, payroll, and time entry functions. The City anticipates that significant process redesign will be required as part of the configuration and implementation of software functionality to support related time entry and payroll processes.

This tab may also include samples of the following:

1. Software Customization Plan (Additional information provided in Section 2.8)
2. System Interface Plan (Additional information in Section 2.7)
3. Data Conversion Plan (Additional information in Section 2.6)
4. Testing and Quality Assurance Plan (Additional information in Section 2.9)
5. Pre- and Post-Implementation Support Plan (Additional information in Section 2.10)
6. Training Plan (Additional information in Section 2.6)
7. System Documentation (Additional information in Section 2.11)
8. Risk Register (Additional information in Section 2.12)
9. Organizational Change Management (Additional information in Section 2.6)

4.6 Company Background and History

The fifth tab of the Proposal should include a comprehensive narrative history of the firm, including the development of its experience in providing services similar to those described in Section 2.0, Project Scope. A completed response to Attachment I Company Background and History Form should be completed and included in the response in the fifth tab of the Proposal.

If a partnership with third-party companies is a part of a Proposal, the company background and history form included as Attachment I shall be provided for all third-party companies. It is expected that all of the points shall be addressed for each company involved in a Proposal, prime or third-party.

4.7 Key Proposed Personnel and Team Organization

The sixth tab of the Proposal should include the resumes of the proposed Project personnel as well as the structure of the proposed Selected Vendor Project Team. The resumes and structures shall be provided for the implementation team as well as the personnel involved in live operation and ongoing support and maintenance.

Resumes shall be specific to the actual personnel to be assigned to this Project for all primary roles. Resumes shall include the following information:

1. Name and title
2. Role on the project
3. Description of project roles and responsibilities
4. Home office location
5. Listing of past projects where resource implemented the proposed product
6. Listing of past projects where resource implemented other software products
7. Educational background
8. Professional registrations and memberships
9. Professional references, and
10. Additional relevant information

The City is interested in personnel that hold certifications from the Project Management Institute. Resumes should include any PMP or CAPM certifications held.

The City reserves the right to require background checks be conducted on any individual conducting work as either an employee of the Vendor, or on the Vendor's behalf.

4.8 Project Roles and Responsibilities



The seventh tab of the Proposal should include the proposed resource levels for the City Implementation Project Team and Selected Vendor Project Teams. The tab shall include the completed Resource Hours Worksheet contained in Attachment D.

Proposers shall provide resource hour estimates by system module for each of the project activities contained in the two worksheets. A worksheet is provided for the City Implementation Project Team and a second worksheet is provided for the Selected Vendor Project Team. Resource hour estimates provided should be based on the descriptions in Section 2.0, Project Scope. Any assumptions related to the number of City Implementation Project Team staff used in the development of the resource hour estimates should be included.

4.9 Project Schedule

The City has determined that implementation will take a phased approach (as opposed to a “big-bang” cutover). As part of the eighth tab of the proposal, vendors shall include a proposed project schedule, including their recommended phased implementation plan and a description of the anticipated implementation timelines and assumptions. The proposed Project schedule should also include major milestones, activities, and timing of deliverables. The Project schedule shall be in a Gantt chart format developed in Microsoft Project. The response should factor in the City’s phasing and timelines as presented in Table 04 of this RFP.

4.10 Functional and Technical Requirements/Capabilities Response

The ninth tab of the Proposal should include the proposed capability to provide the City’s requirements as defined in Attachment B, Functional and Technical Requirements/Capabilities. This tab shall include the completed requirements worksheet in Attachment B.

When providing responses to the requirements in Attachment B, Proposers shall use the response indicators contained in the following table.

Table 11: Requirements Response Indicators

Indicator	Definition
S	Feature/Function is included in the current software release and will be implemented by the planned phase go-live date as part of the proposal from vendors in accordance with agreed upon configuration planning with the City.
F	Feature/Function will be available in a future software release available to the City by January 1, 2017 at which point it will be implemented in accordance with agreed upon configuration planning with the City.
C	Feature/Function is not included in the current software release, and is not planned to be a part of a future software release. However, this feature could be provided with custom modifications. All related customization costs should be indicated in Attachment C – Cost Worksheet.
T	Feature/Function is not included in the current software release, and is not planned to be a part of a future software release. However, this feature could be provided with integration with a third-party system. This system should be specified.
N	Feature/Function cannot be provided.

If a response indicator of “F” is provided for a requirement that will be met in a future software release, the Proposer shall indicate the planned release version as well as the time the release will be generally available. If a response indicator of “C” is provided for a requirement that will be met through a custom modification, the Proposer shall indicate the cost of such a modification. If a response indicator of “T” is provided for a requirement that will be met by integration with a third-party system, the Proposer shall identify this third-party system and include a cost Proposal to secure this system.



4.11 Data Conversion Plan

The tenth tab of the Proposal should include the proposed Data Conversion Plan that will ensure the City's desired data is transferred to the new system. The Plan shall include estimated work levels as well as roles and responsibilities related to data conversion, for both the City and the Selected Vendor, organized by module.

4.12 Software Hosting

The eleventh tab of the Proposal shall include a full description of the Proposer's technical and operational capabilities for software hosting. The City does not have a preference toward a locally (City) hosted deployment or a vendor hosted model, and is willing to consider proposals for both deployment models as well as subscription based models.

The Proposer shall include the following information in addition to this description:

1. Where are the data center and storage facilities?
2. Total number of active clients currently served by hosted solutions provided by your company.
3. How many years has your company provided hosted solutions?
4. How are hosted software applications deployed for use by numerous customers?
5. What availability and response time do you guarantee?
6. How many instances of unplanned outages have any of your customers experienced within the past five (5) years?
7. What is your process for notification of standard maintenance and down-time?
8. Please describe the industry data center standards, e.g. ISO 27001, that your company complies with and your compliance history and performance over the past 5 years.

The Proposer shall provide relevant documentation related to any recent certifications related to their hosting technical and operation capabilities.

4.13 Testing and Quality Assurance Plan

The twelfth tab of the Proposal should include the proposed Testing and Quality Assurance Plan. This Plan should be based on the Proposer's standard approach for achieving quality assurance.

4.14 Training Plan

The thirteenth tab of the Proposal should include the proposed Training Plan and approach. This tab should include any optional training offerings (e.g. train the trainer, training all end-users, system administrator training) and clearly indicate which training model has been proposed. The tab should also include responses to the following questions:

1. What provision does the Offeror have for providing primary training for the proposed system? Training shall be adequate to the needs of the typical systems user and administrator.
2. What provision does the Offeror make for training the typical system user training to address those issues that will be encountered during day-to-day use? Be sure to include training on all system functionality—including screen and report use—and ad hoc report creation and use.



3. What provision does the Offeror make for Administrator training to address those issues involved with the administration of the system? Should it be a separate training session?
4. What provision does the Offeror make to provide technical training to City IT staff, as necessary? Please address how the Offeror will address training on the responsibilities related to system operation and management, security, problem identification, and problem resolution.
5. Describe what training facility configuration and equipment requirements are sufficient to deliver the training being proposed.
6. Does the Offeror have the ability to provide web-based training? Please provide details related to web-based training offerings.
7. What provision will the Offeror make for having a system environment available for training exercises, and when? What data (live, sample, etc.) will be used for training City staff on the use of the system?

4.15 Ownership of Deliverables

As part of the fourteenth tab, Proposals should identify the ownership of each project deliverable. Ownership should be identified using the roles described in the following table. The resource hours provided as part of Tab 7 should be appropriate based on the roles identified for each Project deliverable.

Table 12: Deliverables Ownership Roles

Role	Summary
Lead	The party ultimately responsible for the development of the deliverable.
Assist	The party provides active assistance in development of the deliverable.
Participate	The party provides passive assistance in the development of the deliverable.
Owns	The party is solely responsible for the development of the deliverable.
Share	Both parties share equal responsibility for the development of the deliverable.
None	The party has no role in the development of the deliverable.

A sample format of how the ownership of Project deliverables should be included in the Proposer's Proposal is included in Attachment E, Ownership of Deliverables.

4.16 Sub-Contracting

The fifteenth tab of the Proposal should identify any of the required services that are proposed to be sub-contracted, if any. For each of these services the following should be provided:

1. Summary of service
2. Reasons for sub-contracting
3. Proposed sub-contractor
4. Detailed sub-contractor responsibilities
5. Sub-contractor name
6. Sub-contractor location
7. Sub-contractor experience



8. Previous use of sub-contractor and
9. Any additional relevant information

4.17 References

The sixteenth tab of the Proposal should identify the Proposer's references for the Project. Proposers shall provide at least five (5) City/municipal government clients with whom the Proposer has worked during the past three (3) years that are of similar size and complexity to the City. The City requests that three (3) references shall be from City/municipal governments that have been live with the current software version for a minimum of two (2) years, and two (2) references that have been live with the current software version for less than one (1) year.

In the event the Proposer cannot provide the required five references, Proposer may substitute other organizations to ensure five (5) total references are provided. Proposers shall indicate how these substitute references deviate from the requested characteristics.

If possible, the City prefers references that utilized the same Project manager as will be recommended for this Project, and the same scope of functional areas. This section of the RFP response should also include an affirmative statement that the Proposer grants its consent for the City to contact the Proposer's references for purposes of evaluating the Proposer for this Project and acknowledges that any information obtained from the Proposer's references will not be disclosed to the Proposer.

This tab should also include the name and contact information of three (3) former clients that have elected to leave the Proposer. The Proposer should describe why the client left, and what steps the Proposer has taken to correct the issues that resulted in the client's departure.

Proposers shall complete a Vendor Reference Form for each of the references as contained in Attachment A.

4.18 Site Visit References

The seventeenth tab of the Proposal should include the contact information for three (3) similarly-sized City/municipal governments with which the City may conduct site visits.

Proposers shall complete a Vendor Reference Form for each of the references as contained in Attachment A.

4.19 Response to Narrative Questions

The eighteenth tab of the Proposal should include the Proposer's response to the following narrative questions. Responses to narrative questions will be evaluated within the appropriate evaluation criteria.

1. Based on information provided in this RFP and experience in working with other localities, what is the Proposer's perspective on the most significant risks to this Project and how do you plan to mitigate these risks?
2. What is your process for monitoring, escalating, and resolving issues that will arise during the Project?
3. Provide a clear description of Project management responsibilities between the City and the Selected Vendor.
4. Based on current client obligations, what is the earliest you can begin implementation after contract signing, and what activities would the Proposer expect to occur within the first 60 days of contract signing?
5. What other system modules or products would the Proposer recommend to be complementary to the Project Scope as described in Section 2.0?
6. What strategic decisions or direction is your firm taking or making related to the product being proposed today?
7. What is the name and current release number of the product(s) being proposed?
8. When will the next release be available (both major and minor releases)?



9. How often are releases provided, and what is the process to test each release? Would the City be able to test releases in a test environment prior to pushing updates to a live environment? Does the system have the ability to roll back updates should challenges or bugs be encountered?
10. How long does the typical implementation of the product being proposed take for an organization of similar size to the City?
11. Does your firm complete the implementations of the product being proposed or is this effort outsourced?
12. What other applications will the product being proposed integrate with or have integrated with in the past?
13. What sets your firm's product being proposed apart from your firm's competitors?
14. What is your approach for integrating with financial systems? The City is currently evaluating replacement financial systems and is considering integration options, including but not limited to performing community development related cashing functions in the future financial system.

4.20 Exceptions to RFP Requirements and Conditions and Terms and Conditions

The nineteenth tab of the Proposal should include any exception the Proposer takes to either the requirements and conditions of this RFP or the terms and conditions in the City of Santa Fe Information Technology Agreement (Attachment M). The Proposer will describe exceptions and identify their impact to the City, including, but not limited to, workarounds, reductions in performance, capacity, flexibility, accuracy, and ultimately cost and value. The Proposer should identify the areas where they feel the requested service or product is not available, deviates from the specific requests, or is deemed to be an unwise or unwarranted approach. The City reserves the right to disallow exceptions it finds are not in the best interests of the City. Any and all exceptions must be identified and fully explained in the submitted Proposal. It is the City's intention to be made aware of any exceptions to terms or conditions prior to contract negotiations.

4.20 Attachments: Required Forms

The twentieth tab of the Proposal should include the following Forms and Attachments:

See MS Word document "City of Santa Fe CD RFP - Forms.docx"

1. Attachment A – Vendor Reference Form
2. Attachment E – Ownership of Deliverables
3. Attachment F – Receipt of Addenda Form
4. Attachment G – Statement of Non-Collusion Form
5. Attachment H – Responsibility of Data Conversion Activities
6. Attachment I – Company Background and History Form
7. Attachment J – Proposed Software Modules Form
8. Attachment K – Local Preference Certification Form

See MS Excel spreadsheet "City of Santa Fe CD RFP - Requirements Worksheet.xlsx" and "City of Santa Fe CD RFP – Cost and Resource Hours Worksheets.xlsx"

1. Attachment B – Functional and Technical Requirements/Capabilities
2. Attachment C – Cost Worksheets
3. Attachment D – Resource Hours Worksheets

The above eight forms should be provided in MS Word and the three worksheets should be provided in MS Excel as well.

4.21 Price Proposal

The Proposer's Price Proposal should be provided under separate cover from all tabs of the Proposer's Technical Proposal. The Price Proposal shall consist of three sections:

1. The completed Cost Proposal Worksheet as contained in Attachment C. Proposers shall not modify the worksheets in any way.



2. The Proposer's standard travel and expense policy.
3. The Proposer shall provide a brief statement of agreement with the Payment and Retainage terms identified in this RFP. If a Proposer does not agree with all items, a description should be provided of those items for which exception is taken.



5.0 Special Conditions

5.1 Procurement Type

The resulting contract from this RFP shall be a not-to-exceed based contract. The initial contract price will be based on prices submitted by the Selected Vendor, subject to contract negotiations with the City, and remain firm for the initial term of the contract. Price adjustments may be negotiated at the request of either party in the extension periods with mutual agreement of the parties. The City must be notified in a timely manner of all proposed price increases. Refer to Article 3(B) of Attachment M for payment terms and conditions.

5.2 Variation in Scope of Work

No increase in the scope of work of services or equipment after award will be accepted, unless means were provided for within the contract documents. Decreases in the scope of work of services or equipment can be made upon request by the city or if such variation has been caused by documented conditions beyond the Offeror's control, and then only to the extent, as specified elsewhere in the contract documents.

5.3 Contract Approval

This RFP does not, by itself, obligate the City to award a contract. The City's obligation will commence following the City Council's approval of a contract. Upon written notice to the vendor, the City may set a different starting date for the contract. The City will not be responsible for any work done by the vendor, even work done in good faith, if it occurs prior to the contract start date set by the City.

5.4 Cancellation of Request for Proposal

The City reserves the right to cancel all or any part of this order, in this case the Request for Proposals, without cost to the City if the Offeror fails to meet the provisions for this order, and except as otherwise provided herein, to hold the Offeror liable for any excess cost occasioned by the city due to the Offeror's default. The Offeror shall not be liable for any excess cost if failure to perform the order arises out of causes beyond the control and with the fault or negligence of the Offeror and these causes have been made known to the City of Santa Fe in written form within five working days of the Offeror becoming aware of a cause which may create any delay; such causes include, but are not limited to, acts of God or the public enemy, acts of the State or of the Federal Government, fires, floods, epidemics, quarantine restrictions, strikes, freight embargoes, unusually severe weather and defaults of sub-contractors due to any of the above unless the city shall determine that the suppliers or services to be furnished by the sub-contractor are obtainable from other sources in sufficient time to permit the Offeror to meet the required delivery schedule. The rights and remedies of the city are not limited to those provided for in this paragraph and are in addition to any other rights provided for by law.

5.5 Pricing Structures

The City understands that there will be potentially three types of costs that are associated with procuring a new system: software licensing, implementation services and annual maintenance costs. In the following sub-sections, each type of cost is defined and the City's expectations for payments and retainage associated with these costs are described.

1. Software Licensing Cost

Software license costs include all costs related to licensing the software application and include third-party software license fees, where applicable. In presenting software license fees, the proposer shall:

- Explain all factors that could affect licensing fees;
- Make clear what type of license is offered for each price (named user, concurrent user, installed copies, processor-based, etc.);
- Indicate which product versions, operating platform(s), are included for each price;



- Indicate whether a product is for “server” or “client,” as applicable; and,
- Make clear the extent of any implementation services that are included in the license fees (installation, configuration, training, etc.).

To the extent possible, the proposer shall show any applicable discounts separately from the prices for products and services. The City requests that the proposer provide separate prices for each functional area/module in the proposed solution.

The City expects a milestone-based payment schedule for software licensing. Potential milestones including Project Kickoff, Initial System Implementation, System Configuration, Approval of Go-Live, and Acceptance of System.

Vendors shall describe their typical milestone-based payment schedule for software licensing as part of their Cost Proposal.

2. Implementation Services Cost

Implementation service costs include all costs related to implementation, configuration, data conversion, customization, and training. Typically, implementation service costs are provided as “not to exceed” estimates and the City will be charged for services as incurred.

Costs for the proposed solution should be submitted on the Cost Worksheet (Attachment C). It is important to note the following:

- The City will not consider time and materials pricing. Proposers shall provide not to exceed base pricing based on the functionality described. For each item, indicate if the cost is one-time, annual, or other;
- The proposer shall provide price information for each separate component of the proposed solution, as well as the costs of any modifications;
- In the event the product or service is provided at no additional cost, the item should be noted as “no charge;”
- In the event the product or service is not being included in the proposal, the item should be noted as “No Bid;” and,
- Proposer shall make clear the basis of calculation for all fees.

3. Annual Maintenance Cost

Annual maintenance costs include the annual maintenance and support fees for the application environment. For example, the annual maintenance fees associated with a module (i.e. code enforcement) will be paid upon City acceptance of the project phase associated with the module. The City will not pay maintenance fees on functional areas until City sign-off has been provided to approve live operation for one year after go live. The City expects software maintenance costs will not increase in the first five years upon live operation.

5.6 Invoicing

The Offeror's invoice shall be submitted in duplicate and shall contain the following information: invoice number and date, description of the supplies or services, quantities, unit prices and extended totals. Separate invoices shall be submitted for each and every complete order.

Invoices must be submitted to City of Santa Fe, ITT Department, P.O. Box 909, Santa Fe, New Mexico, 87504 and NOT THE CITY PURCHASING AGENT.

5.7 Taxes and Taxpayer Information



The awarded vendor must provide a valid W-9 form within five (5) days of notification of award. The price shall include all taxes applicable. The city is exempt from gross receipts tax on tangible personal property. A tax exempt certificate will be issued upon written request.

5.8 Federal Requirements

The vendor must comply with all known federal requirements that apply to the proposal, the evaluation, and the contract.

5.9 Confidential Information

Any written, printed, graphic, or electronic or magnetically recorded information furnished by the City for the proposer's use are the sole property of the City. This proprietary information includes, but is not limited to, customer requirements, customer lists, marketing information, and information concerning City employees, products, services, prices, operations, security measures, and subsidiaries.

The proposer and its employees shall keep this confidential information in the strictest confidence, and will not disclose it by any means to any person except with City approval, and only to the extent necessary to perform the work under the agreement. This prohibition also applies to the proposer's employees, agents, and subcontractors. On termination of the agreement, the proposer will promptly return any confidential information in its possession to the City.

5.10 City Property

The use of any and all City property must be approved in advance.

5.11 Warranty

A warranty is sought for both the software and implementation services. It is assumed that proposers have priced their services to recognize these warranty provisions. The extent of the warranty coverage will be evaluated as part of the overall procurement process. Refer to Article 11 of Attachment M for warranty terms and conditions.

5.12 Insurance Requirements

Proposer shall, at Proposer's expense, secure and maintain in effect throughout the duration of the contract, insurance of the following kinds and limits set forth in this Section 5. The Proposer shall furnish a certificate of insurance to the City before starting work or within ten (10) days after the notice of award of the contract, which ever date is reached first. All insurance policies, except professional liability insurance, shall be written with insurance companies licensed to do business in the State of New Mexico and having a rating of at least A-VII, according to the latest edition of the Best's Key Rating Guide; and shall include a provision preventing cancellation of the insurance policy unless fifteen (15) days prior written notice is given to the City. The following provision shall also be stated on each applicable certificate of insurance: "Should any of the above described policies be canceled before the expiration date, the issuing company shall mail fifteen (15) days' written notice to the certificate holder named to the left." Proposer shall require any of its subcontractors to secure and maintain insurance as set forth in this Section and indemnify, hold harmless and defend the City, its officers, employees, attorneys and volunteers as set forth in this Agreement.

The limits of liability for the insurance required shall provide coverage for not less than the following amounts, or greater where required by law:

A. Commercial General Liability:

i. Coverage to include, Broad Form Property Damage, Contractual and Personal Injury.

ii. Limits:

a. General Aggregate	\$2,000,000.00
b. Each Occurrence	\$1,000,000.00



c. Personal Injury \$1,000,000.00

- iii. Coverage for all claims arising out of the Proposer's operations or premises, anyone directly or indirectly employed by the Proposer.

B. Professional Liability:

i. Per Claim/Aggregate \$2,000,000.00

- ii. Coverage for all claims arising out of the Proposer's operations or premises, anyone directly or indirectly employed by the Proposer, and the Proposer's obligations under the indemnification provisions of this Agreement to the extent same are covered.

C. Workers' Compensation:

- i. Workers' compensation insurance shall be in accordance with the provisions of the laws of the State of New Mexico, including occupational disease provisions, for all employees who perform work pursuant to the contract, and in case work is subcontracted, the Proposer shall require each subcontractor similarly to provide Workers' Compensation Insurance. In case employees engaged in hazardous work under this Agreement are not protected under said worker's compensation insurance, the Proposer shall provide, and shall cause each subcontractor to provide, adequate and suitable insurance for the protection of employees not otherwise provided.

D. Comprehensive Automobile Liability:

- i. Coverage to include all owned, hired, non-owned vehicles, and/or trailers and other equipment required to be licensed, covering personal injury, bodily injury and property damage.

ii. Limits:

a. Combined Single Limit \$1,000,000.00

E. Umbrella:

i. Limits:

a. Each Occurrence/Aggregate \$2,000,000.00

- F. The City, its officers, employees and agents shall be named as an additional insured on all insurance policies identified herein except Workers' Compensation and Professional Liability. The Proposer shall be responsible for the payment of any deductibles for said insurance policies. The coverage shall contain no special limitations on the scope of protection afforded to the City, its officers, agents, and employees.

Proposer understands and agrees that, except as to Professional Liability, any insurance protection required by the contract or otherwise provided by the Proposer, shall in no way limit the responsibility to indemnify, keep and save harmless, and defend the City, its officers, employees agents as herein provided.

5.13 Pending and Recent Litigation

Proposers must disclose any pending or recent litigation they are involved in as a company. Recent is defined as the past three years. Information provided should include the timeline of the litigation history, the subject of the litigation, and the current status of the litigation. Proposals must also disclose any pending litigation of any third-party partners in the proposal.

5.14 Proposer's Certification

By signature on the proposal, the proposer certifies that it complies with:

1. The laws of the State of New Mexico and is licensed to conduct business in the State of New Mexico;
2. All applicable local, state and federal laws, codes and regulations;
3. All terms, conditions, and requirements set forth in this RFP;
4. A condition that the proposal submitted was independently arrived at, without collusion; and,



5. A condition that the offer will remain open and valid for the period indicated in this solicitation; and any condition that the firm and/or any individuals working on the contract do not have a possible conflict of interest.

If any proposer fails to comply with the provisions stated in this paragraph, the City reserves the right to reject the proposal, terminate the contract, or consider the proposer in default.

5.15 Offer Held Firm

Proposals must remain open and valid for at least 180 days from the deadline specified for submission of proposals. In the event award is not made within 180 days, the City will send a written request to all proposers deemed susceptible for award asking proposers to hold their price firm for a longer specified period of time.

5.16 Amendment/Withdrawal of Proposals

Proposers may amend or withdraw proposals prior to the deadline set for receipt of proposals. No amendments will be accepted after the deadline unless they are in response to a request of the City. After the deadline, proposers may make a written request to withdraw proposals and provide evidence that a substantial mistake has been made. The City may permit withdrawal of the proposal upon verifying that a substantial mistake has been made, and the City may retain the proposer's bid bond or other bid type of bid security, if one was required.

5.17 Alternate Proposals

Proposers may submit alternate proposals for evaluation.

5.18 Subcontractor Information

Subcontractors may be used to perform work under this contract. If the proposer intends to use subcontractors, the proposer must identify in the proposal the names of the subcontractors and the portions of the work the subcontractors will perform.

If a proposal with subcontractors is selected, the proposer must provide the following information concerning each prospective subcontractor within five working days from the date of the City's request:

1. Complete name of the subcontractor
2. Complete address of the subcontractor
3. Type of work the subcontractor will be performing
4. Percentage of work the subcontractor will be providing
5. Evidence, as set out in the relevant section of this RFP, that the subcontractor is registered and, if applicable, holds a valid State of New Mexico business license
6. A written statement, signed by each proposed subcontractor, that clearly verifies that the subcontractor is committed to render the services required by the contract and
7. A copy of the prime-contractor/sub-contractor contract verifying the prime-contractor has the sole responsibility for any and all services under this RFP and is financially liable, without exception, to the City for all services contracted by the proposer under this RFP

The proposer's failure to provide this information, within the time set, may cause the City to consider its proposal nonresponsive and reject it. The substitution of one subcontractor for another may be made only at the discretion and prior written approval of the City's Project Manager or contract administrator designated by the City.

5.19 Clarification of Proposals

In order to determine if a proposal is reasonably susceptible for award, communications by the Point of Contact identified in Table 02 or the proposal Evaluation Committee are permitted with any proposer to clarify uncertainties or eliminate confusion concerning the contents of a proposal and determine responsiveness to the



RFP requirements. Clarifications may not result in a material or substantive change to the proposal. The initial evaluation may be adjusted because of a clarification under this section.

5.20 Rights to Submitted Material

It shall be understood that all proposals, responses, inquiries, or correspondence relating to or in reference to this RFP, and all reports, charts and proposal or referencing information submitted in response to this RFP, shall become the property of the City, and will not be returned. The City will use discretion with regard to disclosure of proprietary information contained in any response, but cannot guarantee information will not be made public. As a government entity, the City is subject to making records available for disclosure.

5.21 Contract Negotiation

After final evaluation, the City may negotiate with the offerors of the highest-ranked proposal. Negotiations, if held, will be within the scope of the RFP and limited to those items that would not have an effect on the ranking of proposals. If any proposer fails to negotiate in good faith, the City may terminate negotiations and negotiate with the offeror of the next highest-ranked proposal.

If contract negotiations are commenced, the City anticipates conducting negotiations remotely through electronic communications and teleconferences, beginning on a date and time to be determined.

If contract negotiations are held in person, they will be held at the City of Santa Fe offices, and the offeror will be responsible for all costs including its travel and per diem expenses.

5.22 Failure to Negotiate

If the selected proposer:

1. Fails to provide the information required to begin negotiations in a timely manner;
2. Fails to negotiate in good faith;
3. Indicates it cannot perform the contract within the budgeted funds available for the project; or,
4. If the proposer and the City, after a good-faith effort, cannot come to terms; then

The City may terminate negotiations with the proposer initially selected and commence negotiations with the next highest-ranked proposer. At any point in the negotiation process, the City may, at its sole discretion, terminate negotiations with any or all proposers.

5.23 Non-Discrimination

By signing this City of Santa Fe bid or proposal, the vendor agrees to comply with the President's Executive Order No. 11246 as amended.

5.24 Non-Collusion Statement

Proposers shall complete and sign the non-collusion statement and include it with their proposal. In signing this bid or proposal, the Offeror certifies they have not, either directly or indirectly, entered into action in restraint of full competition in connection with this bid or proposal submittal to the City of Santa Fe.

5.25 Standards of Conduct

The City of Santa Fe conducts business with the public, business partners, vendors and contractors under a set of rules to ensure that all City officials and employees discharge their duties in a manner designed to promote public trust and confidence in our City.

5.26 Public Information



It shall be understood that all Proposals, responses, inquiries or correspondence relating to or in reference to this RFP, and all reports, charts and Proposal or referencing information submitted in response to this RFP shall become the property of the City, and will not be returned. The City will use discretion with regard to disclosure of proprietary information contained in any response, but cannot guarantee information will not be made public. As a governmental entity, the City is subject to making records available for disclosure pursuant to applicable public record disclosure laws, and Proposers, including the Proposer ultimately awarded the contract, shall cooperate in complying with such public disclosure laws at no additional cost to the City.

5.27 Resident, Local, or Veterans Preference

- a. Intent and Policy: The City recognizes that the intent of the state resident preference statute is to give New Mexico businesses and contractors an advantage over those businesses, policy is to give a preference to those persons and companies who contribute to the economy of the State of New Mexico by maintaining businesses and other facilities within the state and giving employment to residents of the state (1969 OP. Att'y Gen. No. 69-42). The City also has adopted a policy to include a local preference to those persons and companies who contribute to the economy of the County of Santa Fe by maintaining businesses and other facilities within the county and giving employment to residents of the county.

With acknowledgment of this intent and policy, the preference will only be applied when bids are received from in-state and county businesses, manufacturers and contractors that are within 5% of low bids received from out-of-state businesses, manufacturers and contractors (13-1-21 (A) -1-21 (F) and 13-4-2 (C) NMSA 1978).

To be considered a resident for application of the preference, the in-state bidder must have included a valid state purchasing certification number with the submitted bid.

Thus it is recommended that in-state bidders obtain a state purchasing certification number and use it on all bids, in order to have the preference applied to their advantage, in the event an out-of-state bid is submitted. In submitting a bid, it should never be assumed that an out-of-state bid will not be submitted.

For information on obtaining a state purchasing certification number, the potential bidder should contact the State of New Mexico Taxation and Revenue Department.

All resident preferences shall be verified through the State Purchasing Office. Applications for resident preference not confirmed by the state Purchasing Office will be rejected. The certification must be under the bidder's business name submitting the bid.

- b. Non-Application-Competing In-State Bidders: If the lowest responsive bid and the next responsive bids within 5% of the lowest bid, are all from the state of New Mexico, then the resident preference will not be applied and the state purchasing certification number will not be considered. To be considered an in-state bidder in this situation, the bidders must meet the definition criteria of Chapter 13-1-21 (A)(1) and Chapter 13-4-2 (A) NMSA 1978. After examining the information included in the bid submitted, the City Purchasing Director may seek additional information of proof to verify that the business is a valid New Mexico business. If it is determined by the City Purchasing Director that the information is not factual and the low responsive bid is actually an out-of-state bidder and not a New Mexico business, then the procedures in the previous section may be applied.

If the bidder has met the above criteria, the low responsive "resident" bid shall be multiplied by .95. If that amount is then lower than the low responsive bid of a "non-resident" bidder, the award will be based taking into consideration the resident preference of 5%.



- c. Application for Local Preference: For the purposes of this section, the terms resident business and resident manufacturer shall be defined as set out in Section 13-1-21 NMSA 1978; the term local as applied to a business or manufacturer shall mean:
- i. Principal Office and location must be stated: To qualify for the local preference, the principal place of business of the enterprise must be physically located within the Santa Fe County Geographic Boundaries. The business location inserted on the Form must be a physical location, street address or such. DO NOT use a post office box or other postal address. Principal place of business must have been established no less than six months preceding application for certification.
 - ii. The PREFERENCE FACTOR for resident and local preferences applied to bids shall be .95 for resident and .90 for local. The preference for proposals shall be 1.10 for local.
 - iii. New Mexico Resident Veteran Business Preference: New Mexico law, Section 13-1-22 NMSA 1978, provides a preference in the award of a contract for a "resident veteran business". Certification by the NM Department of Taxation and Revenue for the resident veteran business requires the Offeror to provide evidence of annual revenue and other evidence of veteran status.
 - iv. An Offeror who wants the veteran business preference to be applied to its proposal is required to submit with its proposal the certification from the NM Department of Taxation and Revenue and the sworn affidavit attached hereto as Attachment K – Local Preference Certification Forms.
 - v. If an Offeror submits with its proposal a copy of a valid and current veteran resident business certificate, 7%, 8%, or 10% of the total weight of all the evaluation factors used in the evaluation of proposal may be awarded.
 - vi. The local preference or resident business preference is not cumulative with the resident veteran business preference.
- d. Proposals for Goods and Services. When proposals for the purchase of goods or services pursuant to Section 23 of the City Procurement Manual are received, the evaluation score of the proposal receiving the highest score of all proposals from those proponents in the first category listed above shall be multiplied by the Preference Factor. If the resulting score of that proposal receiving the preference is higher than or equal to the highest score of all proposals received, the contract shall be recommended to that proponent receiving the preference. If no proposal are received from proponents in the first category, or if the proposal receiving the preference does not qualify for an award after multiplication by the Preference Factor, the same procedure shall be followed with respect to the next category of proposals listed to determine if a proponent qualifies for award.
- e. Qualifications for Local Preference. The Central Purchasing Office shall have available a form to be completed by all bidders/proponents who desire to apply for the local preference as a local business. The completed form with the information certified by the offeror must be submitted by the bidders/proponents with their bid or proposal to qualify for this preference.
- f. Limitation. No offeror shall receive more than a 10% for local preference pursuant to this section on any one offer submitted. A bidder may not claim cumulative preferences.
- g. Application. This section shall not apply to any purchase of goods or services when the expenditure of federal and/or state funds designated for a specific purchase is involved and the award requirements of the funding prohibit resident and/or local preference(s). This shall be determined in writing by the department with the grant requirements attached to the Purchasing Office before the bid or request for proposals is issued.
- h. Exception. The City Council at their discretion can approve waiving the Local Preference requirements for specific projects or on a case by case basis if it is the City's best interest to do so.



5.28 Compliance with City's Minimum Wage Rate Ordinance (Living Wage Ordinance)

A copy of the City of Santa Fe Ordinance No. 2003-8, passed by the Santa Fe City Council on February 26, 2003 is attached to this RFP as Attachment L. The proponent or bidder will be required to submit the proposal or bid such that it complies with the ordinance to the extent applicable. The recommended Contractor will be required to comply with the ordinance to the extent applicable, as well as any subsequent changes to the Ordinance throughout the term of this Contract.

5.29 Protests and Resolutions Procedures

Any proposer, offeror, or contractor who is aggrieved in connection with a procurement may protest to the Purchasing Officer. The protest must be in writing and submitted within fifteen (15) days and requirements regarding protest and resolution of protests are available from the Purchasing Office upon request.

5.30 Assignment

Neither the order, nor any interest therein, nor claim under, shall be assigned or transferred by the Offeror, except as expressly authorized in writing by the City Purchasing Officer's Office. No such consent shall relieve the Offeror from its obligations and liabilities under this order.



Forms and Attachments

See MS Word document "City of Santa Fe CD RFP – Forms and Attachments.docx"

Attachment A – Vendor Reference Form

Attachment E – Ownership of Deliverables Form

Attachment F – Receipts of Addenda Form

Attachment G – Statement of Non-Collusion Form

Attachment H – Responsibility of Data Conversion Activities

Attachment I – Company Background and History Form

Attachment J – Proposed Software Modules Form

Attachment K – Local Preference Certification Forms

Attachment L - City of Santa Fe Ordinance No. 2003-8

Attachment M - City of Santa Fe Information Technology Agreement



Worksheets

See MS Excel spreadsheet “City of Santa Fe CD RFP - Requirements Worksheet.xlsx” and “City of Santa Fe CD RFP – Cost and Resource Hours Worksheets.xlsx”

Attachment B – Functional and Technical Requirements/Capabilities

Attachment C – Cost Worksheets

Attachment D – Resource Hours Worksheets